

The Influence of Employee Engagement on Turnover Intention Mediated by Job Satisfaction and Quiet Quitting of Generation Z Employee

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Abstract: In a company must have various resources that are useful for the sustainability of a company. One of the resources that is needed in an organisation or company is human resources. This study aims to determine that effect of Quiet Quitting on Turnover Intention and the mediating role of Job Satisfaction and and Quiet Quitting on the effect of job attachment on Turnover Intention. The implications discussed in this study are useful for companies to overcome Quiet Quitting especially for generation Z Employees. The novelty of this research is the study of the Quiet Quitting variable which is a phenomenon in generation Z employees, especially in the post-pandemic period, and there has not been much research on this variable. The author uses a quantitative research design and also uses a software from WarPLS (Partial Least Square). The result of previous research show Employee Engagement has a significant positive effect on Job satisfaction, and Job satisfaction has a significant negative effect on Quiet Quitting and then Quiet Quitting has a significant positive effect on Turnover Intention and Employee Engagement has an effect on Turnover Intentions with satisfaction mediating work and Quiet Quitting.

Keywords: *Human Resource Management, Employee Engagement, Quiet Quitting, Turnover Intention, Job Satisfaction.*

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1. INTRODUCTION

Human resources are one of the most important aspects for a company because they have an important and main role in carrying out all company activities or company business processes and also have a considerable influence on the development of the company so that good human resources will increase the company's chances of creating many benefits. Employees are recognised as the most powerful resources for an organisation or company. (Rusminingsih, 2010, dalam Margaretha, M., Zaniarti, S., Indrawan, D. 2023)

In the post-pandemic era, Generation Z employees (born 1995–2010) have exhibited unique workplace behaviors, notably "Quiet Quitting"—a phenomenon where employees disengage by performing only minimal job requirements without proactive contributions (Mahand & Caldwell, 2023). This trend has raised concerns among organizations, as it correlates with increased turnover intentions and reduced productivity (Ratnatunga, 2022). While prior studies emphasize Employee Engagement and Job Satisfaction as key predictors of turnover, few have explored the mediating role of Quiet Quitting, particularly in Generation Z cohorts (Ali & Anwar, 2021; Xueyun et al., 2024). Research gaps persist in understanding how Job Satisfaction mitigates Quiet Quitting and how these factors collectively influence turnover intentions in non-Western contexts like Indonesia. Addressing this gap is critical for developing targeted retention strategies tailored to Generation Z's evolving work preferences.

This study focuses on East Java, Indonesia, where Generation Z constitutes 34% of the workforce, yet turnover rates remain high at 18.7% (BPS, 2023). Local companies report rising instances of Quiet Quitting, attributed to mismatches between employee expectations and organizational support post-pandemic (Wardiansyah *et al.*, 2024). Existing literature predominantly examines Western contexts, neglecting cultural and economic nuances in Southeast Asia (Reissová & Papay, 2021). By integrating Quiet Quitting into the mediation model between Employee Engagement and Turnover Intention, this research offers novel insights into how Indonesian organizations can enhance retention. Furthermore, the use of WarPLS-SEM allows robust analysis of complex variable interactions, addressing methodological limitations in prior studies (Ghozali, 2021).

The problem of turnover intention is considered an unplanned loss because companies usually cannot avoid their employees leaving their jobs voluntarily. Companies are trying to reduce this problem as it happens in all countries. About several academic and human resource researchers agree that turnover intention has a huge impact on the company. In addition, many companies are concerned about employee turnover, as it is a costly investment, especially for low-wage jobs where turnover is often highest. When looking at the turnover rate of a company, it can occur when the reason for one of them is a company that cannot provide good service to existing talent.

Directly, turnover intention can reduce employee performance because they tend to focus on fulfilling their personal needs and do not prioritise performance at work. While indirectly, Turnover Intention can affect employee performance because the possibility of employees to move to other companies can make employees feel uncomfortable and less productive in the current workplace. While indirectly, Turnover Intention can affect employee performance because the possibility of employees to move to other companies can make employees feel uncomfortable and less productive in the current workplace. The results of other

research conducted by (Fida, R., Tramontano, C., Paciello, M., & Barbaranelli, 2012, in Dany Fauzan Ramadhan, 2023) also show that Turnover Intention affects employee performance. In the study, it was found that employees who have high Turnover Intention will have a low level of Employee Engagement.

The novelty of this research is to integrate previous research, about Employee Engagement, Turnover Intention, Job Satisfaction and Quiet Quitting. In addition, researchers also use studies on Employee Engagement associated with Turnover Intention which has not been widely researched at this time.

2. LITERATURE REVIEW

Employee Engagement

According to Bakker and Schaufeli (2006) Employee Engagement is a condition that shows where the emotional phase of employees to feel connected to their work and feel excited, feel energetic and also of course responsible for the work that the company gives them. There are three indicators of employee engagement, namely enthusiasm, dedication and absorption. Enthusiasm shows a feeling of full energy at work, feeling enthusiastic and eager to get to work. Dedication describes the enthusiasm felt and the inspiration generated from work, as well as feelings of pride in the work done. Absorption describes the feeling of pleasure when working seriously, focusing on work, and being carried away by the work atmosphere while working.

Another opinion according to Saks (2006) in Meily Margaretha, Sri Zaniarti, Dava Indrawan (2023), employee engagement can be defined as emotional and intellectual commitment to the organisation. Employee engagement is not only limited to cognitive aspects, but also includes affective involvement and psychological involvement with work. This psychological attachment marks the closeness (bond) between individuals and the company.

Job Satisfaction

According to Lee and Kim (2023), Job Satisfaction is where positive feelings arise when employees face the work in the company. Affective job satisfaction describes the feeling of being satisfied with what is currently being done in the company, feeling satisfied because you can enjoy your current job, feeling appreciated for what is currently being done in the company and feeling like continuing what is currently being done in the company. Job satisfaction as a psychological response consisting of feelings, ideas and intentions to act, with which people evaluate their work experience emotionally and/or cognitively (Judge & Mueller, 2012) in (Sypniewska, Baran and Moniko, 2023).

Quiet Quitting

According to Galanis et al. (2023) Quiet Quitting is a condition where employees prefer to work moderately or only as necessary according to the job description and also according to the compensation received by the employee or worker, characterised by reduced involvement, initiative that no longer appears and also reduced motivation. Reduced engagement, describes the work done by employees is only limited to the job, not exceeding it, allowing if there are colleagues who can do some of the work, taking as much time off as they can, and pretending to work to avoid other tasks. In addition, Quiet Quitting is characterised by reduced initiative, which is unwilling to express ideas about work for fear that

the boss will give more tasks, not expressing opinions about work because work conditions will not change, and never taking the initiative at work. Reduced motivation, characterised by no motivation at work, and no inspiration at work.

Turnover Intention

According to Galanis et al. (2023), turnover intention is the intention created by employees to leave the company or it can also be called the intention to move to another company. Indicators of turnover intention are consideration of leaving the current job, serious consideration of leaving the current job and thoughts of leaving the current job.

According to Ali & Anwar (2021), explains that employee turnover is the percentage ratio of the number of individuals that must be replaced by an organisation in a certain period of time to the total average number of individuals in an organisation. The existence of turnover intention can be seen by employees who start to leave their current job for the same position with a better salary in another position, as soon as they get a better job the employee will leave the company, often think about quitting their job, are likely to look for work outside this organisation, will consider leaving this organisation, prefer not to continue working at the company, are likely to actively look for a new job.

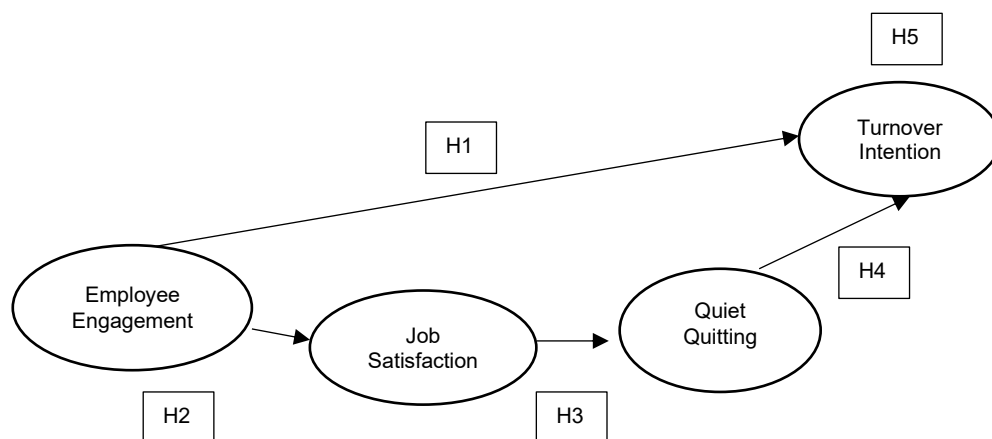


Figure 1.
Conceptual Framework

3. RESEARCH METHOD

To measure each variable in this study, validated questionnaires with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) were used. The Employee Engagement variable was measured using three indicators—passion, dedication, and absorption—adopted from Bakker & Schaufeli (2006), consisting of 9 items. Job Satisfaction was measured using 4 items referring to affective satisfaction (Lee & Kim, 2023). The Quiet Quitting variable used 9 items based on Galanis et al. (2023), including reduced engagement, initiative, and motivation. Turnover Intention was measured with 3 items referring to Galanis et al. (2023) that assess consideration, seriousness, and thoughts of leaving the job.

Research Design

The research plan is formulated in such a way that the research has a clear direction and purpose following the description of the background of the problem which aims to convey probematics and phenomena in the field. When the background of the problem is carefully explained, the main problem is formulated in the form of questions that will be sought for answers in the research work. In this form of research, researchers must formulate research hypotheses and define research variables and then operate each variable used.

This research also aims to explain between the influence of the variables of Employee Engagement(X), Turnover Intention (Y), Job Satisfaction (Z), Quiet Quitting (Z) generation Z companies in East Java. With this research, it will be designed to explain all the questions that have been written by researchers in the explanation above.

Research Population

In the current study that population is a generalised field consisting of objects or objects with certain numbers and characteristics determined by researchers to study and draw conclusions, this research will be conducted by Generation Z employees of companies in East Java who were born in 1995 to 2010.

Data Collection

From this study, the data sources written down are sources of previous research, by summarising and also understanding the contents of the research, the collection method used by researchers is quantitative. The number of respondents involved was 200 respondents who contained questions that were in accordance with the needs of the researcher (Imam Ghazali et al., 2021: 7).

This questionnaire will be distributed via social media such as Instagram, Whatsapp, Facebook and various other social media applications, in addition to social media, researchers also provide this questionnaire directly to relatives or friends based on the criteria written above. This research was distributed to areas in East Java only. From the results of the information that has been collected through the G.form survey, the researcher will continue the research.

Analysis Method

In writing this research using a software test tool in the form of WarPLS (Partial Least Square) where researchers can apply the scale of the data entered and data

that is not needed by researchers. PLS can also be used to see relationships that do not have a theoretical basis.

This study also uses Partial Least Square Structural Equation (PLS-SEM). Which PLS-SEM is a statistical way to be able to work on multiple regression when there will be a problem that arises in the statistics later or in the data. PLS also requires an Outer Model (Structural Model) and an Inner Model (Measurement Model).

4. RESULTS AND DISCUSSION

The findings confirm the role of job satisfaction as a mediator that decreases the likelihood of quiet quitting, aligning with research by Reissová and Papay (2021), who demonstrated that high job satisfaction reduces passive disengagement behavior. This supports the assumption that satisfaction not only enhances work performance but also promotes stronger emotional investment in one's tasks, reducing the tendency for disengagement. Furthermore, quiet quitting was found to significantly increase turnover intention, consistent with the framework proposed by Ratnatunga (2022), which emphasizes how employees who mentally disconnect from their roles are more likely to exit the organization. This behavior, common among Generation Z, suggests a growing mismatch between traditional employment structures and the values of emerging workforce demographics. Thus, organizations need to recognize quiet quitting not as a passive phenomenon but as an early indicator of potential attrition.

Interestingly, the hypothesis test showed that employee engagement had a negative but statistically insignificant effect on turnover intention. This may suggest that direct efforts to engage employees are insufficient unless they are followed by tangible improvements in satisfaction and reduction in disengaged behaviors. This result aligns with findings by Pratiwi et al. (2023), who observed that engagement alone, without emotional fulfillment and organizational support, fails to retain employees in the long term. The mediation path involving job satisfaction and quiet quitting reveals that these two variables form a critical bridge between engagement and turnover. This means organizations should not only build engagement through tasks and roles but also foster a work environment that promotes satisfaction and counters silent disengagement.

Validity Testing

In the current study, validity testing can also be carried out if using the outer loading value or also called the loading factor. Each indicator written below will be considered to have met the criteria for convergent validity if the outer loading or loading factor value is 0.5 and the AVE (Average Variance Extracted) value is greater than 0.5 but, when testing the first data processing, it was found that several items had cross loading less than 0.5 so the researcher conducted an experiment on the 2nd data processing test and produced all items eligible, can be seen in the table below.

Table 1. Validity and Reliability Testing

Variable	Indicator	Variable	Loading Factor	P-Value	Description	Description	AVE
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Job Satisfaction	Affective Job satisfaction	KK.A.1	0.847	<0.001	Valid	Reliable	0.861
		KK.A.2	0.872	<0.001	Valid		
		KK.A.3	0.852	<0.001	Valid		
		KK.A.4	0.871	<0.001	Valid		
Employee Engagement	Passion	KK1.1	0.803	<0.001	Valid	Reliable	0.812
		KK1.2	0.869	<0.001	Valid		
		KK1.3	0.806	<0.001	Valid		
	Dedication	KK2.1	0.858	<0.001	Valid		
		KK2.2	0.843	<0.001	Valid		
		KK2.3	0.845	<0.001	Valid		
	Absorption	KK3.1	0.828	<0.001	Valid		
		KK3.2	0.697	<0.001	Valid		
		KK3.3	0.736	<0.001	Valid		
Quiet Quitting	Reduced Engagement	QQ1.2	0.697	<0.001	Valid	Reliable	0.846
		QQ1.3	0.619	<0.001	Valid		
		QQ1.4	0.916	<0.001	Valid		
	Reduced Initiative	QQ2.1	0.879	<0.001	Valid		
		QQ2.2	0.862	<0.001	Valid		
		QQ2.3	0.912	<0.001	Valid		
	Reduced Motivation	QQ3.1	0.913	<0.001	Valid		
		QQ3.2	0.914	<0.001	Valid		
Intensi Turnover	Considering Leaving Your Current Job	IT1.1	0.882	<0.001	Valid	Reliable	0.882

Source: Research, 2024

Table 1 above shows that the Job Satisfaction, Employee Engagement, Quiet Quitting and Turnover Intention variables each have an AVE (Average Variance Extracted) value greater than 0.5, therefore, it can be stated that each variable is reliable and can continue further analysis.

Discriminant Validity

Table 2. Roots AVE

	KK.A	KK	QQ	IT
KK.A	0,861			
KK		0,812		
QQ			0,846	
IT				0,882

Source: Research, 2024

Table 2 shows that the root AVE value in each variable is greater than the other variables, which indicates that discriminant validity has been fulfilled.

Reliability

Reliability testing can be seen from Cronbach's alpha (CA) and composite reliability (CR). In the WarpPLs application, it can be seen that in the latent variable coefficient view. Variables are said to be valid if CA>0.7 and CR>0.7

Table 3. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0,883	0,920	Reliabel
Employee Engagement	0,935	0,947	Reliabel
Quiet Quitting	0,940	0,952	Reliabel
Turnover Intention	0,714	0,875	Reliabel

Source: Research, 2024

Table 3 above shows that the sample listed has a Cronbach's alpha value > 0.7 and composite > 0.7, thus it can be said that the above sample has high reliability.

Inner Model

Inner model is a structural model measurement that aims to understand how the relationship between latent variables and research models.

Table 4. R-Square, VIF and Square

	KK	IT	KKA	QQ
R-Squared		0,389	0,721	0,048
Adj. R-Squared		0,383	0,719	0,043
Full Colli. VIF	3,511	1,622	3,532	1,607
Q-Squared		0,392	0,720	0,047

Source: Research, 2024

R-Squared is the value used for how much influence exogenous variables (X) have on endogenous variables (Y), where R-squared with a value of 0.50 is considered moderate. from table 4.12 it is known that the Turnover Intention variable has an Adjusted R-Square value of 0.383 and an R-Squared of 0.389. Thus, it can be explained that exogenous constructs can simultaneously affect endogenous variables.

The full collineary VIF value is used to check whether there is a collinearity problem, which may be critical if $VIF \geq 5$, not critical if $VIF = 3-5$, no problem if $VIF < 3$. The table above also shows that all variables show a full collineary VIF value < 3, indicating that there is no collinearity problem in the model. All Q-Squared values also show a value > 0 so that the entire model has good predictive ability.

Table 5. Model Fit and Quality Indexes

Description	Criteria	Value	Description
APC	$P < 0.001$	<0.001	Accepted

ARS	P<0.001	<0.001	Accepted
AARS	P<0.001	<0.001	Accepted
AVIF	Acceptable if ≤ 5, ideally ≤3.3	1.052	Ideally
AFVIF	Acceptable if ≤ 5, ideally ≤3.3	2.568	ideally
GoF	Small ≥0.1, medium ≥0.25, large ≥0.36	0.528	Large
SPR	Acceptable if ≥ 0.7, ideally = 1	1.000	Ideally
RSCR	Acceptable if ≥ 0.9, ideally = 1	1.000	Ideally
SSR	Acceptable if ≥ 0.7	1.000	Accepted
NLBCDR	Acceptable if ≥ 0.7	1.000	Accepted

Source: Research, 2024

Table 5 shows the analytical results of this study using the WarPLS 7.0 application in general. It can be seen in the table above that the Model Fit and Quality Index are in accordance with the data from the Average Path Coefficient (APC) value with a value of $P > 0.001$, so it is accepted, Average R-Squared (ARS) with a value of $P > 0.001$, so it is accepted, Average Adjusted R-Squared (AARS) with a value of $P > 0.001$, so it is accepted, Average block VIF (AVIF) value of 1.052 is ideal because < 3.3 , Average Full Collinearity VIF (AFVIF) value of 2.568 is ideal because < 3.3 , the value at Tenenhaus GoF of 0.528 is in the large category because > 0.36 , while the value at Symptom's Paradox Ratio (SPR) of 1.000 is said to be ideal, the value at the R-Squared Contribution Ratio (RSCR) of 1.000 is said to be ideal and the value at the Statistical Suppression Ratio (SSR) of 1.000 is acceptable, and at the Nonlinear Bivariate Causality Direction (NLBCDR) of 1.000 can be said to be acceptable.

Descriptive Analysis

The results of the data collection carried out by the researcher get the results of the object description along with the variables that will be used for this study. Researchers use Likert scale measurements which have an answer range of 1-5.

$$\text{Class Interval} = \frac{\text{Highest Value} - \text{Lowest value}}{\text{Number of Classes}} = \frac{5-1}{5} = 0.8 \dots \dots \dots (1)$$

From the results of the above calculations, it is found that the class interval obtained is 0.8 so that it can be concluded that the average respondent's answer can be seen in the table 6.

Tabel 6. Descriptive Criteria

Intervals	Answer Options	Criteria	Variable Meaning
4,20 < a < 5,00	SS	Strongly Agree (SS)	Strongly Agree

3,40 < a < 4,20	S	Agree (S)	Agree
2,60 < a < 3,40	N	Neutral (N)	Neutral
1,80 < a < 2,60	TS	Disagree (TS)	Disagree
1,00 < a < 1,80	STS	Strongly Disagree (STS)	Strongly Disagree

Source: Research, 2024

Table 6 above illustrates the descriptive criteria so that the respondents' responses to the variables in the study.

Hypothesis Testing

Hypothesis testing can be said to be accepted if it meets the conditions that have been given, namely when the p-value < 0.5. Hypothesis testing can be seen in the table 7.

Tabel 7. Hypothesis Testing

Hypothesis	Description	Coefficients (β)	P Value	Hypothesis Test Conclusion
H1	KK→IT	-0.065	0.172	H1 Rejected
H2	KK→KKA	0.849	<0.001	H2 Accepted
H3	KKA→QQ	-0.219	<0.001	H3 Accepted
H4	QQ→IT	0.060	<0.001	H4 Accepted
H5	KK→IT→KKA→QQ→IT	-0.113	<0.001	H5 Accepted, Partial Mediation

Source: Research, 2024

From the data processing, it shows that the entire hypothesis is stated that there are several positive and significant effects and also insignificant, where in H1 the path coefficients value of KK on IT has a value of -0.065 and also means that KK has a negative effect on IT, then the P Value value is <0.172 which means that KK has a significant effect on IT.

In H2, it shows that the path coefficients value of KK on KKA has a value of 0.849 which is positive and also means that KK has a positive effect on KKA, then the P value is known to be <0.001 and also has a significant effect on KKA.

In H3 shows the path coefficients value of KKA on QQ has a value of -0.216 which is negative and also means that KKA has a significant negative effect on QQ, then the P value is known to be <0.001 which means that KKA has a significant effect on QQ.

In H4, the path coefficients value of QQ on IT has a value of 0.060 which is positive and also means that QQ has a significant positive effect on IT, then the P value is <0.001 which means that QQ has a significant effect on IT.

In H5, it shows the mediation provided by KKA and also QQ where the coefficient is smaller, namely -0.113, than without mediation, which is located in H1 of -0.065, but still shows that it has a significant effect with a P value <0.001 so it is said to be partial mediation. The following below is a picture of the results of hypothesis testing:

Hypothesis Test Result

Hypothesis 1: Employee Engagement has a significant negative effect on Turnover Intention for generation Z employees at companies in East Java.

The results of hypothesis testing show the coefficient value of Employee Engagement which has a value of -0.065 which is negative, and a p-value of 0.172 which means a significant effect of Employee Engagement on Turnover Intention. So it can be concluded that Employee Engagement has a negative and significant effect on Turnover Intention, which means that the higher the Employee Engagement, the lower the Turnover Intention.

Hypothesis 2: Job Attachment has a significant positive effect on Job Satisfaction for generation Z employees at companies in East Java.

The results of hypothesis testing show the coefficient value of Work Attachment which has a value of 0.849 which is positive, and the p-value <0.001 which means a significant effect of Work Attachment on Job Satisfaction. So it can be concluded that Job Attachment has a positive and significant effect on Turnover Intention, which means that the higher the Job Attachment, the higher the Job Satisfaction.

Hypothesis 3: Job Satisfaction has a significant negative effect on Quiet Quitting for generation Z employees at companies in East Java.

The results of hypothesis testing show the coefficient value of Employee Attachment which has a value of -0.219 which is negative and a p-value of <0.001 which means a significant effect of Job Satisfaction on Quiet Quitting. So it can be concluded that Job Satisfaction has a negative and significant effect on Quiet Quitting, which means that the higher the job satisfaction, the lower the Quiet Quitting.

Hypothesis 4: Quiet Quitting has a significant positive effect on Turnover Intention for generation Z employees at companies in East Java.

The results of hypothesis testing show the coefficient value of Quiet Quitting which has a value of 0.060 which is positive and a p-value <0.001 which means that Quiet Quitting has a significant effect on Turnover Intention. So it can be concluded that Quiet Quitting has a negative and significant effect on Quiet Quitting, which means that the higher the Quiet Quitting, the higher the Turnover Intention.

Hypothesis 5: Job Satisfaction and Quiet Quitting mediate Employee Attachment on Turnover Intention negatively and significantly for generation Z employees at companies in East Java.

From hypothesis testing, the coefficient value of Employee Attachment on Turnover Intention has a value of -0.113 with a p-value <0.001 , which means that there is a negative and significant effect of Job Attachment on Turnover Intention, then for testing from mediating Job Satisfaction and Quiet Quitting has a value of -0.065 with a p-value which means that it has a negative and significant effect with a form of partial mediation or partial mediation.

5. CONCLUSION

The results of previous research show that employee engagement has a significant negative effect on turnover intentions, employee engagement has a significant positive effect on job satisfaction, job satisfaction has a significant negative effect on quiet quitting, quiet quitting has a significant positive effect on turnover intentions and employee engagement has an effect on turnover intentions with mediation of job satisfaction and quiet quitting.

Researchers who are interested in studying quiet quitting more deeply can focus on generation Z employees who have different characteristics from previous generations. This research can also contribute to companies in managing generation Z employees so that the phenomenon of quiet quitting can be minimised so as to increase employee retention and reduce turnover intentions.

Recommendations

In this study the researchers gave several recommendations to future researchers. the first is to always maintain the confidentiality of personal data from the questionnaires filled out by respondents, if the questionnaire is entrusted to one of the employees or superiors it can be told that they will always maintain the confidentiality of the data and answers of these respondents. the second is because the research was conducted in East Java to try to have representatives of respondents in each region and no one is left behind or missed.

Research Limitations

In the current study, the researcher feels that there are things that must be rethought and considered if you want to conduct further research. the first is, if you want to take respondents at a certain company, try to get permission in advance when distributing, because there are several companies that feel that this data collection activity is not mandatory. and the second is to make sure that if we use a list of names of respondents by a supervisor at a company who is trying to help distribute questionnaires to his employees, try to make sure that the list of names has been entered into the google form and actually fill in the questions that we have prepared for the respondents.

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